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OTR BULLETIN

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In this issue

-some tips on how to get your ideas accepted
-an article on the United States Naval War College - a fourth in a series on senior officer schools
-some key reasons for executive failure and inefficiency
-description of language training at the Air Force Academy in Colorado

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B/ULLETIN B/OARD

NEW
TRAINING
OFFICERS

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OTR
COURSES
LISTED

In this issue of the BULLETIN we have listed the courses given by the Office of Training and the names of the individuals who are assigned as chief instructors. Most of the courses listed are scheduled regularly. In many cases they can be fitted to the needs of a special group. Inquiries about a special tailoring are made directly to the Chief of the School/OTR; later if required, the request is made in a memorandum to the Director of Training.

CLOSE OF REGISTRATION A considerable amount of preparation is necessary to arrange a course. This applies not only to enrollment, but also to those matters related directly to the instruction. For OTR courses it is necessary to set a close of registration date sufficiently ahead of time to allow for such preparations. The Admissions and Information Branch holds registration for Headquarters courses open until the Tuesday before the Monday on which the course begins. We ask Training Officers to initiate requests for training in time to be delivered to AIB before the close of business on that Tuesday. Exceptions can be made, of course; in these cases we ask the Training Officer to call first. For courses given away from Headquarters (Ops Fam and Basic Paramilitary), the additional preparation needed requires us to close registration two weeks before the course begins.

COUNTER-INTELLIGENCE COURSES A reminder: Requests for enrollment (Form 73) in a CI Fam or a CI Ops course must be approved by the CI Staff. It is recommended that the Training Officer send the application form to the CI Staff first, then through the DDP/TRO to AIB/RS.

25X1A

MEDICAL REQUIREMENTS [REDACTED] states: "Special evaluations for certain types of field training shall be made to determine an individual's fitness to withstand the rigors of certain courses. They shall be made not earlier than one month nor later than 15 days before the opening date of the course." Requests for medical evaluation are submitted to the Medical Staff on Form 259 for applicants for courses such as Ops Fam and Basic Paramilitary.

OTR DIRECTORY The OTR Directory which was published in the May BULLETIN will be repeated in the next issue of the BULLETIN.

GOING OVERSEAS? For the information of our readers, particularly those who are scheduled for an overseas assignment,

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we are quoting parts of Headquarters Notice [REDACTED]
23 October 1963, which pertain to pre-departure
processing;

The Americans Abroad Orientations (AAOs)
Program is designed to prepare employees and
adult dependents for duty overseas and each
AAO is a tailored briefing for persons who are
going to a specific foreign locale for the first
time.

... Operating Officials and Heads of Independent
Offices are responsible for ensuring that each
employee who is scheduled for an overseas as-
signment to an area where he has not previously
served has the benefit of the appropriate AAO
before his departure.

Each employee is responsible for ensuring that
his adult dependents attend an AAO unless there
are compelling reasons why they cannot do so.

NOTE: An adult dependent for an AAO has to be at
least sixteen years of age. If an employee has a
younger dependent who he thinks should attend, the
Registrar/TR may waive the age requirement.

THE
SECURITY
REINDOCTRINATION
PROGRAM

The Security Reindoctrination Program is expected to
run through June. Most of these presentations are
being given for offices outside of Langley Headquar-
ters. The Office of Security expects to resume its
presentations in early Fall. Agency employees will
be notified.

PRETESTS
FOR
CLERICAL
REFRESHER
COURSES

Purpose : To determine the shorthand or typing
course for which an applicant is quali-
fied.

Place : 2103 Washington Building Annex,
Arlington Towers

Time : 0920 on the scheduled date

Registration : Employee is registered by AIB when
application is received.

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Dates of
Tests and
Courses : for the 6-31 July course
1 July--typewriting pretest
2 July--SHORTHAND pretest
for the 10 August-4 September course
5 August--typewriting pretest
6 August--SHORTHAND pretest
for the 14 September-9 October course
9 September--typewriting pretest
10 September--SHORTHAND pretest
for the 19 October-13 November course
14 October--typewriting pretest
15 October--SHORTHAND pretest
for the 23 Nov - 18 Dec course
18 November--typewriting pretest
19 November--SHORTHAND pretest

AGENCY
QUALIFICATIONS
TESTS
FOR
CLERICALS

Purpose : To qualify employees for positions
as Agency typists or stenographers.

Place : 2103 Washington Building Annex,
Arlington Towers

Time : Given to the Training Officer when
he registers an employee for the test.

Registration : The Training Officer calls the Cleri-
cal Training Officer directly, exten-
sion [REDACTED]

Dates :

<u>Typewriting</u>	<u>SHORTHAND</u>
29 June	30 June
20 July	21 July
3 August	4 August
24 August	25 August
7 September	8 September
28 September	29 September
12 October	13 October

Results : Sent by Clerical Training to the Per-
sonnel Officer or the TO as designated
by the component.

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COLLEGE TUITION Several local universities have announced higher tuition for on-campus courses in the semester beginning next fall. Catholic University: \$600 per semester. The George Washington University: \$625 per semester. University of Maryland: \$346 per year for Maryland residents; \$746 per year for nonresidents. At GWU the fees for part-time students have been raised from \$36 to \$40 a semester hour.

OFF-CAMPUS TUITION Tuition in the GWU off-campus courses at Headquarters for the fall semester will be increased to \$27 per semester hour, still two-thirds of the on-campus costs.

Predictions that computers are going to assume decision-making roles indicate that management's definition of what constitutes decision making needs revision, declares Andrew M. de Voursney, senior vice-president, United Air Lines. Such statement, he says, show that business has much to learn about management information systems and their application. Computers are tools that are valuable to information system operation, "but tools don't make decisions; they help men to make better decisions." Computers are fast, accurate, stupid, and inflexible, whereas man is slow, sloppy, brilliant, and flexible, de Voursney states. "The value of electronic data processing equipment lies in its use to extend man's mental skills in the same way that other machines augment his physical abilities."

NON-AGENCY TRAINING

This section of the OTR BULLETIN lists and describes courses or programs which may help the professional development of Agency employees. The fact that they are included here does not mean that the Agency will pay for attendance at any of them.

Applications for external training to be paid for by the Agency are sent through Training Officers to the Chief of the External Training Branch, RS/TR, 835 Broyhill, extension [REDACTED] (If an applicant has a problem of cover the application is sent first to the Central Cover Staff.) An employee who wants to take outside courses at his own expense is required to make arrangements in accordance with the provisions of [REDACTED] paragraph 7e.

When the requested external training involves travel, Training Officers are reminded that reservations must be made well in advance. OTR only authorizes less-than-first-class travel for external training.

Additional information on the courses listed here and on others may be obtained from the Admissions and Information Branch of the Registrar Staff. Call [REDACTED] on extension [REDACTED]

FRENCH- SPEAKING AFRICA

Georgetown University will present a graduate institute on French-speaking Africa 20 July through 21 August. Courses offered are: Government and Politics of West and Equatorial Africa; Problems of Social Changes; Africa's Art and Literature; Politics of North Africa; History of Africa; Economic Growth and Development (French language

proficiency is required for the first three courses named). All carry three credits. In addition, guest lecturers at the Institute will speak on problems of political economy, the sociology of development, the UAM and Pan-Africanism, and the role of France in French-speaking Africa. OTR's close of registration: 26 June.

An International Congress on French-Speaking Africa, sponsored by the Ford Foundation, The African-American Institute, the State Department, and Georgetown, will be held from 17 to 21 August. Panels and discussion groups will consider the history, politics, economy, cultures, and other aspects of the area. OTR's close of registration: 20 July.

**DISTINGUISHED
LECTURE
SERIES**

The Education Committee, Science Bureau of the Metropolitan Washington Board of Trade, sponsored a "Distinguished Lecture Series" in 1963-64. Seven lectures were presented, one each at Maryland, George Washington, American, Georgetown, Howard, and Catholic Universities, and at the Johns Hopkins School of Advanced International Studies. Internationally recognized scientists discussed pioneering work in selected fields in which there is local academic and industrial interest and activity. Lectures are open to the public. The Science Bureau plans to sponsor a similar series during 1964-65; dates will be announced in a future issue of the OTR BULLETIN.

**INTERAGENCY
PROGRAMS**

The following is a partial listing of interagency courses which have been added since the last Interagency Training Programs bulletin was issued. Dates of courses are included where known. The Interagency Training Programs bulletin for FY 1965 will be published about 1 July and will be sent to Agency Training Officers. Please note that nominations for these courses should be sent to External Training Branch at least five weeks in advance of the dates listed below.

Department of the Army

New Organization Concepts for Top Management
Financial Management for Managers
Managing the Value Engineering Program
Economic Analysis for Decision Making

Real Time Systems
Data Systems Analysis and Design
Advanced Experimental Design
Advanced Statistical Quality Control
Evaluation of Producer's Quality Programs
Designing Quality Programs
Sampling Procedures for Reliability Testing

Department of Defense

(PERT) Orientation Procurement

To acquaint procurement personnel with the concepts and uses of PERT and related techniques.

29 July 1964	30 September 1964
5 August 1964	28 October 1964
2 September 1964	25 November 1964

Department of Defense, Defense Intelligence School

Strategic Intelligence Course

Includes information on strategic intelligence process, the intelligence community, communism, counterintelligence, and an appraisal of current developments on the international scene. GS-9 and above.

5 November - 4 December 1964
15 March - 9 April 1965

Department of Health, Education and Welfare

Introduction to Automatic Data Processing Systems

14-18 September 1964
1-5 February 1965
(Rockville, Maryland)

General Services Administration

Files Improvement

For any employee whose duties require him to set up or maintain files, including secretaries and those who supervise filing operations.

21-22 July 1964	26-27 January 1965
11-12 August 1964	23-24 February 1965
29-30 September 1964	23-24 March 1965
27-28 October 1964	27-28 April 1965
1-2 December 1964	25-26 May 1965

Government Contract Administration

Administrative Operations

Form and Guide Letters Workshop

Civil Service Commission

Finance in Agency Management

Designed to enhance participants' knowledge about and appreciation for various specialties within the broad field of financial management.

19-23 October 1964

15-19 February 1965

Management of Scientific and Engineering Organizations

Designed to increase awareness of the nature and scope of management responsibility and to suggest ways the technically trained executive may more effectively perform in his increasingly important role as manager and administrator.

26 October - 3 November 1964

5-9 April 1965

Management of Government Finances

Designed to provide participants with a broad view of financial management in the federal service, stressing its role as part of general management, including problems and processes relating to program implementation and development that are essential to the financial manager.

30 November - 4 December 1964

12-16 April 1965

Management-Employee Group Relations

Designed to aid the federal manager and his staff assistants in the attainment of increased knowledge about the growing field of management-employee group relations which in turn will serve to strengthen managerial skills in this vital area.

5-7 October 1964

18-20 January 1965

Workshop on Negotiating and Implementing Agreements

Designed to give participants knowledge about the principles and procedures involved in planning for negotiation conferences, conducting negotiation conferences, and implementing agreements within the framework of the program for employee-management cooperation in the Federal service.

9-11 September 1964

9-11 December 1964

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Ideas and Authors - Federal Law and Public Policy
A total of 3 sessions: 16 July, 30 July,
13 August 1964.

Ideas and Authors - Management and Organization
A total of 4 sessions: 10 February, 10 March,
14 April, 12 May.

Ideas and Authors - Science and Government
A total of 4 sessions: 4 November, 2 December,
6 January, 3 February.

Techniques and Methods of Operations Research
23-25 November 1964

Seminar for Administrators of ADP Operations
24-26 February 1965

Introduction to Science and Engineering in Govern-
ment
22-24 September 1964
12-14 January 1965
12-14 April 1965

MANAGEMENT
OF
RESEARCH
AND
ENGINEERING

The American Management Association will offer a five-day course in Fundamentals of Research and Engineering Management at AMA headquarters in New York City from 22-26 June and from 31 August - 4 September. Topics covered include: evaluating organizational effectiveness, developing productive operations, auditing professional performance, managing technical programs, and planning advanced programs. (Note: Hotel reservations are becoming increasingly difficult to obtain in New York City; applications for programs in New York should be submitted as early as possible.)

PERT
COURSES

The following courses are scheduled by the PERT Orientation and Training Center, now in the Vanguard Building, 20th and L Sts N. W., Washington, D. C. Since it is often difficult to obtain spaces in certain of the PERT courses, early submission of applications is recommended--at least one week in advance (even this is frequently too late and applicants are placed on standby).

ORIENTATION--EXECUTIVES (3 hours)
23, 30 July 8, 29 October
6, 13 August 5 November
3, 10 September 3 December

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ORIENTATION--MIDDLE MANAGEMENT (1 day)

21, 28 July	6, 27 October
4, 11 August	3, 24 November
1, 8, 29 September	1, 22 December

ORIENTATION--INDUSTRY (1 day)

22 July	7 October
12 August	4 November
9 September	2 December

ORIENTATION--PROCUREMENT (1 day)

29 July	28 October
5 August	25 November
2, 30 September	23 December

TRAINING WORKSHOP--MANAGEMENT (5 days)

6-10, 13-17 July	12-16, 19-23 October
17-21, 24-28 August	9-13, 16-20 November
14-18, 21-25 September	7-11, 14-18 December

ORIENTATION

Three-Hour Government (Executives)	0900-1200
One-Day Government (Middle-Management)	0900-1700
One-Day Industry	0900-1600
One-Day Government (Procurement)	0900-1700

TRAINING

Five-Day Workshop (Management)	0900-1700 (Mon. through Fri.)
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READING
IMPROVEMENT
COURSES

Catholic University

Register: 24-27 June -- 9:00-4:30
Hours of class: Mon. through Fri. 9 or 10 A. M.
Monday and Wednesday -- 7:10 P. M.
Dates of class: 29 June - 7 August
Location: Room 315, McMann Hall, Main Campus
Cost: \$75

Georgetown University

Register: 10 June, 6:45-7:45 (only 20 students will be
accepted)
Hours of class: Monday, Wednesday and Thursday,
6:45-7:45

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Date of class: 17 June - 21 August
Location: Psychological Services Bureau of Georgetown University, 35th and N Streets, N. W.
Cost: \$50 tuition plus \$15 registration fee required of all summer students

George Washington University

Register: 10 June, 7:00 p.m.
Hours of class: Monday, Tuesday, and Thursday at 6, 7, or 8 p.m.
or
Monday, Wednesday, and Thursday at 6, 7, or 8 p.m. When students register they will be given a reading test and will be placed in a section according to their reading ability.
There will be one hour of class and one hour of lab each class meeting.
Date of class: 22 June through first week of August.
Location: Reading Center, George Washington University campus.
Cost: \$75

University of Maryland

The Counseling Center offers a Laboratory Self-Help Program in Reading and Study Skills. Enrollment must be preceded by a diagnostic test battery which may be taken from 0900 to 1200 any weekday before 27 June; a test is also given at the end of the program.
Register: any time before 27 June
Hours of class: None; you work in the lab and at home.
Dates: 6 July - 14 August
Location: Shoemaker Hall, University of Maryland.
Cost: \$50

OPTICAL SYMPOSIUM A Symposium on Optical and Electro-Optical Information Processing Technology will be held on 9 and 10 November 1964 at the Somerset Hotel, Boston, Massachusetts. It is sponsored by the Information Systems Branch of the Office

of Naval Research, Greater Boston Chapter of the Association for Computing Machinery, Professional Technical Group on Electronic Computers and Boston Section of the Institute of Electrical and Electronics Engineers, and the New England Section of the Optical Society of America. The objectives of the Symposium are to promote information exchange between research workers in the field, to focus further attention on the new optical and electro-optical techniques being developed for use in information systems, and to inform those not in this field of research of its future potential. It is anticipated that formal Symposium Proceedings will be published by MIT Press early in 1965. Attendance to the Symposium itself will be open to all interested technical personnel.

SOURCE DATA AUTOMATION ORIENTATION	The General Services Administration Institute will conduct a two-day seminar on Source Data Automation on 23 and 24 July and 10 and 11 September. This course is designed for senior Federal officials on the potential economies in paper-work from use of new, mechanized techniques.
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SCHEDULES OF WASHINGTON AREA UNIVERSITIES

The following summer session schedules of local universities are included here in the hope that they may be useful to some readers. Note that requests from individuals seeking Agency sponsorship must be sent to External Training Branch at least two weeks before the registration date.

AMERICAN UNIVERSITY	Friday, 19 June	--	Registration for all summer classes except at the Washington College of Law
	Monday, 22 June	--	First five-week session, eight-week, and ten-week classes begin
	Friday, 24 July	--	Final registration for second five-week session classes; first five-week session classes end
	Monday, 27 July	--	Second five-week session classes begin
	Friday, 28 August	--	End of all summer sessions

CATHOLIC UNIVERSITY	Wednesday, 24 June - Saturday, 27 June -- Registration Monday, 29 June -- Classes begin Thursday and Friday, 6 and 7 August -- Final examinations
GEORGETOWN UNIVERSITY	Monday, 27 July -- Registration for Second Session Tuesday, 28 July -- Classes begin for Second Session Monday, 31 August -- Last day of Second Session classes Wednesday-Thursday, 2-3 September -- Final Examinations for Second Session
GEORGE WASHINGTON UNIVERSITY	Columbian College of Arts and Sciences The School of Government, Business, and International Affairs Division of University Students Thursday, 23 July -- Registration for second 5-week session (10 AM - 7 PM) Friday, 24 July -- Second-session classes begin Thursday, 27 August-- Second-session classes end Friday, 28 August -- Second-session examination day
HOWARD UNIVERSITY	Register 15 June Classes: 16 June through 25 July
MONTGOMERY JUNIOR COLLEGE	Register 17 and 18 June Classes: 22 June through 13 August
JOHNS HOPKINS UNIVERSITY	School of Advanced International Studies, Washington, D. C. Classes: 15 June - 24 July.
UNIVERSITY OF MARYLAND	Monday, 22 June -- Summer Session Registration Tuesday, 23 June -- Summer Session Begins Friday, 14 August -- Summer Session Ends

CPYRGHT

HOW TO SELL YOUR IDEA



"I still think it was a good idea. But I guess I'll have to forget it." That's the epitaph used by many a foreman, superintendent, or junior executive in the final, black hour of rejection.

Inability to convince top management that your idea is worth trying is too often a matter of neglecting the simple points of preparation and presentation. The difference between acceptability and unacceptability is not always merit alone, but merit plus the ability of the originator selling the idea to convince the men who make the decisions.

Before presenting your next idea, try using these questions as a guide. They will help your chances of acceptance--and at least give the idea a chance to prove its worth.

What phases of the idea will interest top management the most? They may not be the points that are of the greatest interest or value to you. Make sure your idea is carefully aimed toward the primary interests of your management group. If you don't know these primary interests, a little research can usually weed them out. And the time you spend to program your presentation toward those special factors will prove to be well spent.

How much uncertainty exists in the proposal? Uncertainty exists in virtually everything that is new or different, and one of top management's top jobs is to reduce this element to the minimum and safeguard the organization's position. Best bet: Spell out the element of uncertainty in plain, hard facts. Don't skip over it and leave the assessment to your listeners' imagination. They may see uncertainties where uncertainties don't exist.

Will the idea seriously affect any other ideas, plans, or programs management has already approved? If it does, your chances for success are already diminished. If you ascertain beforehand the nature of that effect (or the lack of it), you can reduce the hazard by again spelling out the effect.

Have costs been researched accurately and thoroughly? Cost is always a prime consideration of management. If you ignore it, you may give management enough reason for indefinitely postponing or rejecting the idea. Don't just guess at these costs. Management is skilled at spotting short-cuts in cost estimates, and will apply the same yardstick of uncertainty to every aspect.

If the proposal does affect other departments, do you have their approval? You can give your idea added weight if you can get that approval in advance and give it to management with your proposal. If it's missing, management may set aside the idea while waiting for affected departments to assay the project. Lack of prior approval may also subject your idea to unexpected opposition through misunderstanding.

Do you know enough about top management to avoid treading on anyone's pet ideas? One such opponent can work so hard against your idea that he alone can set it back. If such a situation exists, it is far better to try to win over that one individual privately before making a big attempt in front of the entire group. Only rarely will the group as a whole buck decided opposition from one of its members.

If your idea is put into effect, will it operate without supervision or must management give it constant attention? It goes without saying that if you make certain you have provisions to avoid the latter course, your idea has a much better chance for acceptance--or at least a trial from top management.

Have you made it easy for management to follow what you propose? Preparation of an individual summary for each specific member of the group takes little extra time and makes it much easier for the top executive to follow the big presentation being made before his whole group.

Are your data complete? You must be able to answer any searching probe by an individual member of the group. Lack of such preparation can throw a good presentation into shambles. And uncertainty or lack of information always casts the element of suspicion on the entire project.

Have other firms had similar ideas put into use? Where favorable past experience of other firms is available, by all means have documented proof at hand. Mere statement that this is the case carries little weight with top management. Again, don't give the group reason to set aside the idea while it investigates other companies' experience with similar proposals.

How do you present yourself? No individual should forget that he, as one man, is just as important in the minds of top management as the facts he is presenting. What the man himself does during the presentation, how he offers his facts and ideas, and what kind of personality he displays can have a major bearing on management's assessment of his proposal.

Can you dramatize your idea? It's one way you can avoid boring anyone who gets tired of endless facts and figures.

Do you have an allotted time period to present your idea? If so, don't exceed it, but be sure to use it all. If not,

find out how much time the group usually considers adequate for such a presentation, and stick to it.

Can you pick the meeting you want to present your idea? If so, you may be able to pick the specific meeting that's just right for your presentation. It's not always easy to do, but if a given meeting is set aside for weighing and passing judgment on something of an entirely different nature, less undisturbed consideration will be given your proposal.

Are your data accurate? It pays to be sure of your facts --a single error opens all your data to suspicion.

Does your idea require any type of clearance? If it does need clearance, secure it in advance. It aids possible acceptance and helps speedy launching of your project.

Does your idea affect any additional company problems besides the one you're aiming at? If it touches on a solution of an existing major company problem in any way, by all means give this aspect highest priority in the presentation. This can well be the decisive factor.

Has a similar idea ever been presented to the group--and been rejected? It's always wise to check this point. If you can, be sure to eliminate the element that caused such a rejection in the first place.

Will you be hurt if your idea is not accepted? Long experience shows it's wise policy to make certain that if your idea is rejected nothing can "kick back" on you or your department. This sometimes happens when a bad presentation of even good ideas casts doubts on the capabilities of the person presenting them.

(By Ernest W. Fair, condensed from Textile World, October 1963.)

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UNITED STATES NAVAL WAR COLLEGE

For the past thirteen years the CIA has been sending one student each year to the course on Naval Warfare at the United States Naval War College in Newport, Rhode Island. The Agency nominee has been accepted for the 1964-65 academic year beginning in August 1964. You don't have to be an "old salt" to be selected for this course. Those who have never served in the Navy attend a one week pre-orientation program. During this week they visit the Submarine School at New London, tour a nuclear ballistic missile submarine, and take trips at sea aboard a conventional ("guppy") submarine, a modern destroyer, and an aircraft carrier.



The United States Naval War College is the senior educational institution of the Navy and proudly boasts that it is the oldest institution of its type in the world. It was founded in Newport in 1884. The Course in Naval Warfare is the highest level educational course in the Navy. The student body of this resident course includes Navy grades from lieutenant commander through captain, officers of comparable seniority from the other armed services, senior foreign naval officers from various Free World navies, and representatives from certain civilian agencies of the government. Civilian students and students from the other Armed Services in postwar years have comprised a substantial portion of the student body. Directing officers at the Naval War College say that the presence of these students enables the College to stress the interrelationship between naval operations and the operations of the armed service and government agencies, and the Navy's part in joint operations. In addition, these same officers believe that the presence of senior foreign naval officers permits an international exchange of ideas.

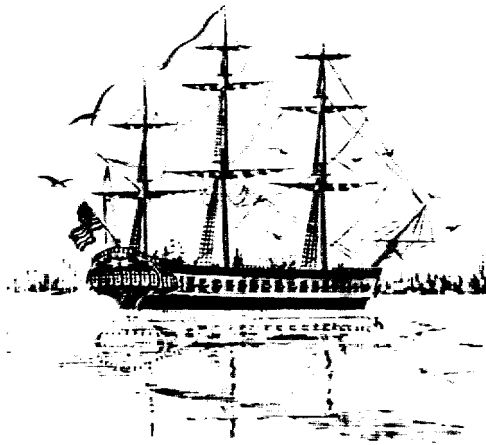
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The Course in Naval Warfare is one academic year in length. Its purpose is to further an understanding of the fundamentals of warfare, international relations, and inter-service operations. Emphasis is on the integrated employment of all the elements of naval power including weapon systems and logistics in the accomplishment of the Navy's missions and upon the best employment of sea and naval power in the furtherance of national objectives. The roles of the other military services are studied, as well as the principles and methods of participation in joint and combined operations.

The First Term includes fundamentals of logical analysis, fundamentals of warfare, international law, international relations; basic strategic areas of interest; and formulation of national in-

terests, objectives, and policies. The First Term is concluded by a 5-day Cold War Study.



The Second Term includes a study of those agencies responsible for the formulation and execution of national security policies, considerations of command and decision, major weapon systems indoctrination, command logistics, service capabilities, war gaming, and operational and strategic

planning from force to national level based on a background of cold, limited, and general war.

In developing and organizing their thoughts, students are encouraged to exchange ideas and conclusions with each other and with members of the staff. In order to exchange ideas and clarify understanding, as well as to share the special competences of staff and students, many studies are made the subject of group discussions. Moderators may be either members of the staff or students. Some group discussions take the form of seminars in which a student, member of the staff, or invited visitor presents a prepared paper as an introduction to the subject discussed, and then adds his particular knowledge of the discussion.

Lectures at the College are given by members of the staff in addition to lectures by guest speakers. This gives the student access to the leaders in academic, governmental, and civilian institutions who are authorities in their particular field. A feature of lectures is the question period which follows in which the speakers give their frank comments on specific questions asked by staff and students.

A CIA student at the Course on Naval Warfare should:

be prepared to be openly identified as a CIA employee to foreign as well as U.S. students at the College;

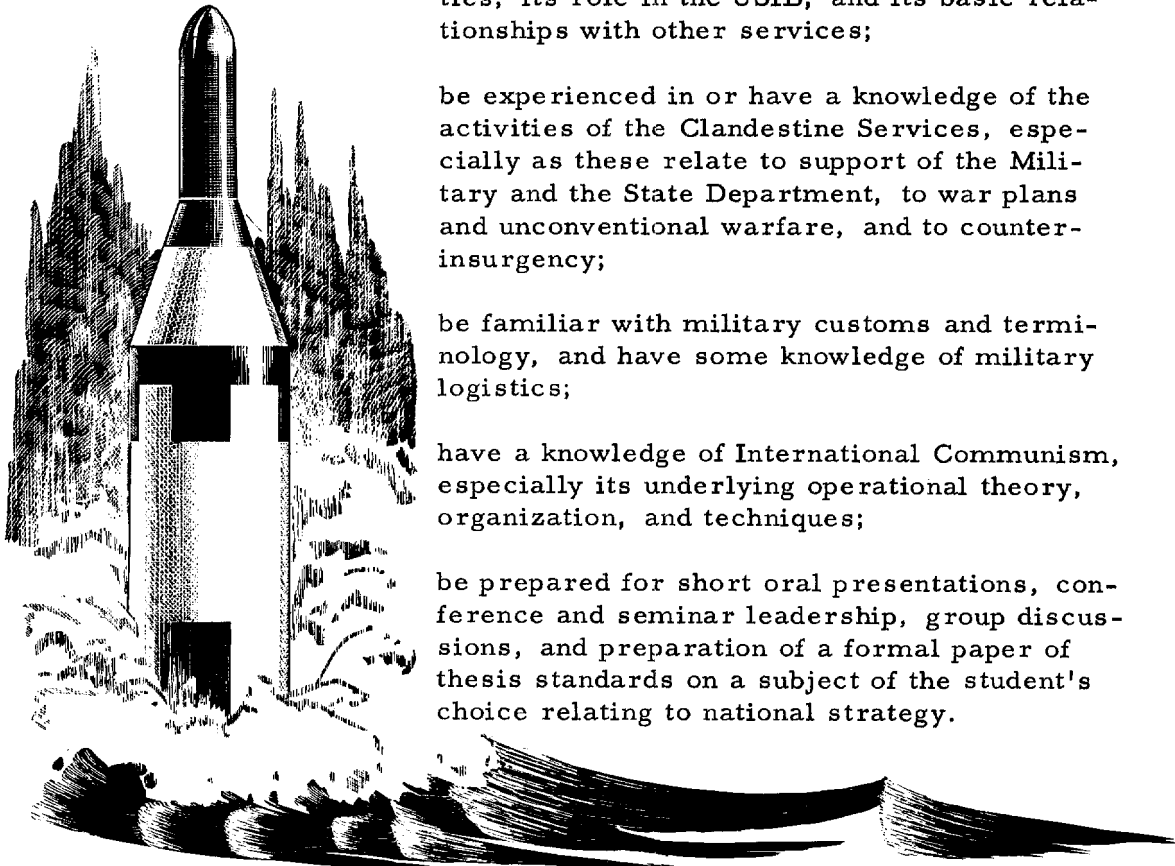
have full knowledge, in a general way, of the broad scope of CIA activities and responsibilities, its role in the USIB, and its basic relationships with other services;

be experienced in or have a knowledge of the activities of the Clandestine Services, especially as these relate to support of the Military and the State Department, to war plans and unconventional warfare, and to counter-insurgency;

be familiar with military customs and terminology, and have some knowledge of military logistics;

have a knowledge of International Communism, especially its underlying operational theory, organization, and techniques;

be prepared for short oral presentations, conference and seminar leadership, group discussions, and preparation of a formal paper of thesis standards on a subject of the student's choice relating to national strategy.



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The number of students attending the 1964-65 course will be 160. Prerequisites for nominees for the Course in Naval Warfare within CIA are that the person must be a GS-14 or above; 35-45 years of age; and have top secret and "Q" clearances. Nominations for attendance are made at Deputy Director level to the Training Selection Board. Candidates who are in the area will appear before the Board for personal interview during the selection process. Candidates and alternates chosen by the Board are recommended to the Deputy Director of Central Intelligence for final selection; these selections are made one year in advance.



//

Northern Virginia's only coeducational college will open to full-time students this September. George Mason College, whose initial four-building complex in Fairfax City is nearing completion, will accommodate about 500 students. The campus has been under development since 1960 on 150 acres of land donated by the City of Fairfax. Established as a branch of the University of Virginia, the College will offer the first two years of the University's regular arts and sciences curriculum.

The College is intended for students seeking "good higher education at low cost," according to State Senator Charles R. Fenwick, the new rector of the University of Virginia. The school's program is described by Director Robert H. Reid as "one of the better bargains in American higher education." Tuition is \$11 a semester hour, with the average student taking about 30 hours a year. In admissions, students who plan to stay for the full two-year program will receive preference over those who plan to remain for a shorter time.

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U.S. AIR FORCE ACADEMY LANGUAGE PROGRAM

At the United States Air Force Academy, Colorado, instructors in the Foreign Language Department are all active-duty commissioned officers with education, experience, and demonstrated second language ability who have volunteered to teach at the Academy. If an instructor does not possess at least the M. A. degree, the Language Department sponsors him in a civilian university Master's program.

The new instructor normally arrives at the Academy during the months of July or August to begin a five- or six-year tour of instructional duty. He undergoes an intensive in-service training course of approximately fifty hours in the Department of Foreign Languages. This training consists of actually teaching his foreign language to experienced instructors teaching similar lessons.

The general lesson plan for each instructional hour consists of a brief warm-up period, stimulus and response habit drills and dialogues for the bulk of the hour, and a brief oral introduction to the next day's lesson. The foreign language becomes the main medium of classroom communication.

Prior to each week's lessons, the instructors meet in a lesson planning conference conducted by the course chairman or director. The objective is to have an open discussion on better ways to present the subject matter to cadets, to design meaningful testing devices, to apply and experiment with new teaching methods, and to further the team feeling of all the instructors.

The first three or four weeks of the language program consist of an introduction to the sounds of the new language via a series of cartoon and pictorial stimuli designed to evoke questions and responses from the student. The materials for this introductory phase, which were developed by the language staff in close cooperation with the Academy's Audio-Visual Services, contain insofar as possible a vocabulary

made up of simple action verbs, nouns, and adjectives describing the environment in which the student lives. Once the student feels comfortable and uninhibited in using foreign sounds by answering and asking simple questions in a foreign language, and communicating with fellow students and instructors, much of the natural fear and negative reaction to the substantive task of mastering structural analysis is alleviated.

In the next thirty weeks of the language program, intensive oral habit drills and inductive grammar become the primary items of concern. Much of the materials for this portion of the program are created by the Academy instructors. Although many of the materials remain valid from year to year, nevertheless the personalities and problems of individual language sections do change, and therefore, though the "tune" is the same, the nuances and interpretations of rendering the "tune" do and must change.

The final two or three weeks of language instruction are known as the Application Phase. Now the student is challenged to test just how proficient he is in using his new skill on a wide range of subjects. He is given an opportunity to apply, in natural situations, what he has learned.

The Language Laboratory is an integral, compulsory part of the language program. One in every five meetings, the student attends a laboratory practice and testing session. The language instructors compose most of the materials, which include the vocabulary and structure of the previous four days' classroom work. The content of these materials serves as a reinforcing and testing device, giving in a mechanical and objective fashion an indication of how well the students have learned the lessons. Of course, the inevitable objective quiz constitutes an important instrument for gathering such intelligence.

Those cadets who satisfactorily complete the basic language course and are interested in continuing their language study are given the opportunity to enroll in the Language Enrichment Program, seminar courses conducted almost exclusively in the foreign language. These courses are designed to increase the student's oral proficiency and comprehension, and at the same time to enhance his knowledge and appreciation of the language and culture of foreign countries. The

Language Department orients the enrichment course vocabularies toward the social sciences by introducing the cadet to the history, geography, and governments of the foreign countries, as well as to selected literary experts. An absolute minimum of purely military terminology is included in the Enrichment Program.

One of the significant features of enrichment courses is the fact that the instructors who teach them not only have the necessary academic background but also have the added practical experience of having lived and worked in the country whose language they are teaching. At the present time, officers from Bolivia, France, the Republic of China, and West Germany cooperate with their American colleagues in teaching the enrichment courses.

Two committees are presently at work in the areas of (1) the adaptation of educational television as an effective adjunct to language instruction and (2) the creation of instructional materials more suitable to the particular needs of cadets at the Air Force Academy. To coordinate linguistic research the Department of Foreign Languages has established a full-time position: Director of Foreign Language Research and Programming. Permanent changes in the language programs will only be made after careful and reasoned experimentation plus measured testing periods during the course of an academic year.

COLLEGE ENROLLMENT

California is outpacing all other 49 states in enrollment of college students, boasting 629,000 registered pupils. New York is runner-up with 415,000, followed by Illinois with 242,000, Texas with 233,000, and Pennsylvania with 230,000.

The Jobs To Delegate Are the Ones You Do Best



"The one way to get a job done right is to do it yourself." How many times this is said by presidents and foremen, financial vice-presidents and staff supervisors. It says everything. If you listen, here are some of the rationalizations you can detect:

"I can't trust this to anyone else."

"No one else around here has my background and experience."

"I can do it faster than I can explain it to someone else."

Behind these rationalizations is a simple but serious management weakness--the inability or the unwillingness to delegate. It's one of the key reasons for executive failure and the outstanding reason for executive inefficiency.

There are two extremes in delegation--or in the lack of it. First, there's the frantic delegation of responsibilities that occurs a few days after a promotion. Suddenly, the executive realizes that one of the fringe benefits of his new job is the right to do only the things he wants and to give his subordinates the rest. This is known as "riding the hobby-horse." After this period of eager delegation, the process usually slows down.

At the other end is the conscientious rejector. He is the executive who is so conscious of his responsibilities that he rejects delegation as a legitimate part of his duties.

Either of these extremes--the hobby-horse rider or the conscientious rejector--reduces the effectiveness of an organization,

shortens the life of good administrators, and weakens the administration of a company.

The question naturally arises, why the reluctance to delegate? A good manager's strong sense of responsibility often causes the trouble. How can I, he asks, give the job to someone else and still be responsible for it to my superior? What do I say to him if my subordinates do not deliver?

Careful analysis indicates that defects in delegation are quite often, if not most often, defects in control. We lack the power to delegate because we do not know how to control the performance of the subordinate, or to control timetables for completion, or to get feedback that will free us from participating personally in the operation. Once we realize that fear of losing control is at the root of failure to delegate, we are in a position to correct either our own managerial behavior or that of our subordinates.

The basic rule for correction is simple: Delegate that which you know and love, and assume unto yourself that which you dislike but are capable of doing. Actually, this appears to be just the opposite of the way that the normal manager usually behaves--and indeed it is. The tendency to delegate the jobs we dislike is the source of many management troubles.

When we delegate that which we know and love, we are in an area where control comes more easily. Our power to control comes closer to being an instinct than a mechanical feedback. The production man can sense when the timing of a machine is off its regular rhythm; or he turns like a divining rod to the stream of petty troubles in the workforce even before the first grievance is filed. The president whose vocational background is selling has a sense of success or failure in sales long before the report arrives. How does he know? Call it sixth sense that seems to surround that which he loves. The executive deduces what is happening, no matter what charts, graphs, or reports say is happening. He will keep control of the situation with amazing accuracy by asking the right questions, sensing what the figures really say, or detecting a trend that the graph does not show. In contrast, when he tries to control that which he does not know or does not like, he is confined to the cold figures, the static chart, or the verbalization of actual facts in the lengthy report.

This phenomenon, plus several interesting side effects, may be seen in an illustration involving John Brown, district sales manager, who has just been promoted to vice-president for sales. He

is also told, over his objections, that he must introduce a new budgetary program for sales.

Brown dislikes budgets. He maintains that any salesman will always keep expenses in line with sales by using good sense. But he is faced with the presidential order. So he hires Sam Smith, chief accountant with a small sales organization. "Sam, you take care of this blasted budget and see if you can figure out how to make it work. I just don't understand accounting. You run the office and I'm going to hit the road and drum up sales."

In a few weeks, vice-president Brown returns, enthusiastic about sales potential and the salesmen's morale.

"By the way, Smith, how's the budget?" he asks.

"Pretty bad," says Smith. "I can't seem to get the boys to cooperate, and right now I don't know where we are."

"What's the trouble, Smith, don't you like your job?" says Brown. "How can I run sales if you don't give me the controls I need?"

At this point, Smith has landed on a desert island. By his own devices, he must come up with a budget system that will work and that will be acceptable to a superior who isn't really sure what he wants and who can only offer criticism. Finally, Smith quits. So Brown hires Joe Doe, a man with a wealth of experience in budgetary administration.

Again Brown takes off for the field. Returning from the swing he immediately calls in Doe for a report on the budget.

"Everything's under control, no problems," says Doe.

"Fine," says Brown. But after Doe leaves the office Brown begins to ruminate. "I wonder if he's pulling the wool over my eyes," he muses.

What Brown is really asking is, "How can I tell if my subordinate is doing a good job when his field is one I do not know or do not like? Should I place myself at the mercy of a man who can completely fool me?"

Now let's change the picture to show what should have happened. When Brown is made vice-president for sales and is told that he

will have a budget, he hires chief accountant Smith--but not to run the budget. Brown makes him general sales manager with responsibility for the western United States.

"But I don't know much about sales," says Smith.

"I picked you because you have what it takes," retorts Brown. I'll make a sales manager out of you."

And Brown is probably right. Delegation of that which you love gives missionary fervor to development. It's true that you will be a tough critic, and the idea carries the possibility of over-attention to detail--but it produces good subordinates.

So now vice-president Brown spends much less time away from the office, because he covers only the East. He applies his free time to learning about budgets--not the technical details, but how to use them. The more he disciplines himself to learn, the more he is attracted to them. He also learns how to use staff services to administer budgets, and he calls for what he needs instead of just taking what he gets.

Meanwhile, Smith returns from the West to report to Brown. Can he fool Brown? No, sir. Remember, Smith has been playing Brown's old backyard. Brown knows what to ask. He examines important figures, questions him about key people, and asks about customers that he knows personally. Control is tighter than it ever was.

As a result, in a year or two, Brown will grow in stature to the point where he can control two areas--sales and budgets. Managers who overspecialize or shed distasteful tasks seriously hamper their ability to get ahead in the company because they fail to acquire the new knowledge that makes it possible for them to delegate and go on to new responsibilities.

No one should confuse this kind of knowledge with deep knowledge of a field. But it isn't necessary to know everything about a field to control it. It is necessary only to know enough to identify what you want and don't want, to recognize the difference between a good job and a poor one, and to identify the blind spots of a subordinate and help him overcome them. Detail work can be delegated.

The manager who rides his hobby-horse kills his own growth--and his company's. Learning requires discipline. Avoiding experience in new areas inhibits the ability to delegate at a later date. It is the costly way to run a business.

(By James L. Hayes, condensed from The Presidents' Forum, Fall 1963.)

Second Career for Successful Executives

A former president of a shoe company is now administrative vice-president of a junior college; an interior decorator is training to become a college counselor; a management consultant is now deep in Arabic studies so that he can become vice-president of a college in the Near East. Unlikely career switches? Not under the New Careers Program sponsored by the Ford Foundation and administered by Columbia University's School of General Studies. The idea behind the program, reports DUN'S REVIEW, is to enable successful businessmen and women to quit their jobs and enter public service--social work, teaching, government administration, counseling, and the like. Applicants--most are between 35 and 50--must have a college degree and demonstrable success in business or industry. They go through a rigorous screening of interviews, essay-writing, and testing; if they are accepted, the reward is free tuition and fees for a year's study in graduate or professional school to obtain a Master's degree. Then out into a new world.

OTR Courses and Instructors

25X1A

Administrative Procedures

Air Operations

Americans Abroad Orientation

Anticommunist Operations

Basic Country Survey: USSR

Basic Paramilitary Course

Budget and Finance Procedures

China Familiarization

CIA Introduction

CIA Review

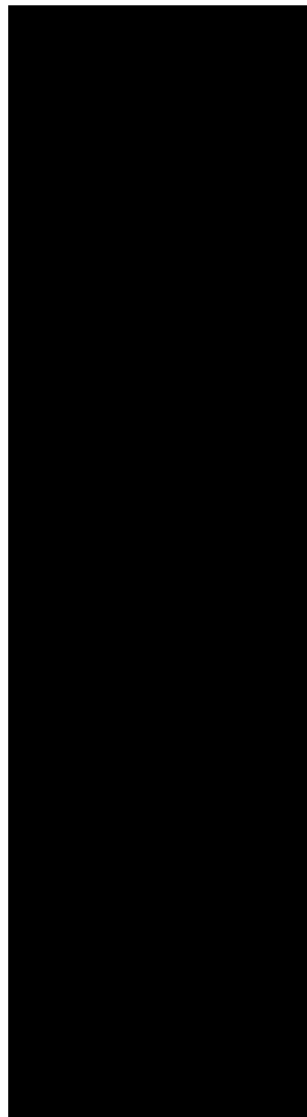
Clandestine Scientific and
Technical Operations

Clandestine Services Records
Officer

Clandestine Services Review

Clerical Induction

Clerical Orientation



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Clerical Refresher

Communist Party Organization
and Operations

Conference Techniques

Counterinsurgency Program
Planning

Counterintelligence Familiarization

Counterintelligence Operations

Countersabotage Familiarization

Covert Action Operations

Departmental Briefings

Dependents Briefing

Effective Speaking

Evasion and Escape

Filing Workshop

Geography of the USSR

Information Reporting, Reports
and Requirements

Information Reports Familiarization

Instructor Training

25X1A

Instructor Workshop

Intelligence Production

Intelligence Research (Maps &
Photo Interpretation)

Intelligence Research (Techniques)

Intelligence Review

Intelligence Techniques

Introduction to Communism

Introduction to Intelligence

Languages Courses
 Romance
 Slavic
 German and Arabic
 Oriental
 African

Management

Management Seminar

Maritime Operations

Midcareer Course

Operations

Operations Familiarization

Operations Support

Orientation for Training Assistants

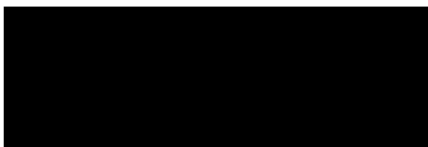
Orientation for Training Officers

Principles of Overseas Effectiveness

25X1A

25X1A

Project USEFUL



Senior Management Seminar

Staybehind Operations

Supervision

Travel Procedures

Typing for Professionals



Writing Workshop (Basic)

Writing Workshop (Intermediate)

Writing Workshop (Advanced)

Writing Workshop (Correspondence)

25X1A

OTR CALENDAR

(Dates of next runnings.)

COURSES

SCHEDULED

Administrative Procedures (full time) 10 - 21 Aug
Air Operations (full time) To be announced
Americans Abroad Orientation On request
Anti-Communist Operations (part time) 19 Oct - 6 Nov
Budget & Finance Procedures (full time) 29 Jun - 17 Jul
China Familiarization (full time) On request
CIA Review (part time, two hours) 14 Jul, 11 Aug
Clandestine Scientific & Technical Operations (full time). . . 28 Sep - 16 Oct
Clandestine Services Records Officer Course (part time). . . 24 - 28 Aug
Clandestine Services Review (full time) 14 - 23 Sep
Clerical Refresher (part time) 6 - 31 Jul
Communism - Introduction to (full time). 21 Sep - 2 Oct
Communist Party Organization & Operations (full time). . . . 5 - 16 Oct
Conference Techniques (part time Monday & Wednesday). . . . 26 Oct - 2 Dec
Counterinsurgency Program Planning Under revision
Counterintelligence Familiarization (full time). 14 - 25 Sep
Counterintelligence Operations (full time one week;
part time two weeks). 28 Sep - 16 Oct
Covert Action Operations (part time). 14 Sep - 2 Oct
[REDACTED] 2 - 13 Nov
[REDACTED] (part time) On request
Dependents Briefing 7 - 8 Jul
Effective Speaking (part time Monday & Wednesday) 14 Sep - 21 Oct
Introduction to Clandestine Services (for JOTs)(full time) . . . 20 - 24 Jul
Information Reporting, Reports, Requirements (full time). . . 14 Sep - 2 Oct
Information Reports Familiarization (full time). 6 - 10 Jul
Instructor Training (full time). On request
Intelligence, Introduction to (full time). 20 - 31 Jul
Intelligence Production (full time). 26 Oct - 31 Dec
Intelligence Research (Maps & Photo) (part time Monday,
Wednesday, Friday). 14 Sep - 16 Oct
Intelligence Research Techniques (full time). To be announced
Intelligence Review (full time). 19 - 30 Oct
Intelligence Techniques JOTs (full time). 27 Jul - 14 Aug
Management GS 11-14 (full time) 27 Sep - 2 Oct
Management Seminar (OTR Management Prerequisite)
(GS 11-14)(full time) 18 - 23 Oct
Management: Senior Seminar GS-15 and above. 1 - 6 Nov
Maritime Operations (full time) On request
Midcareer (full time). 21 Sep - 30 Oct
Off-Campus Program (evenings). 21 Sep - Jan 65

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Operations (full time) 14 Sep - 15 Jan
Operations Familiarization (full time) 14 Sep - 23 Oct
Operations Support (full time). 24 Aug - 18 Sep
Paramilitary Operations (Basic) (full time). 20 Jul - 6 Nov
Supervision (GS 5-10) (full time). 14 - 18 Sep
Travel Procedures On request
USSR Basic Country Survey (full time) 2 - 13 Nov
USSR Geography (part time) 9 Nov - 18 Dec
Writing Workshop
 Basic (part time) To be announced
 Intermediate (part time Tuesday & Thursday) 17 Nov - 10 Dec
 Intermediate DDS (part time Monday & Wednesday) 16 Nov - 9 Dec

LANGUAGE CLASSES SCHEDULED

Arabic: (Lebanese-Palestinian dialect)

 Basic (ft-1600 hrs) - RSW - 40 wks. 14 Sep 64 - 2 Jul 65

Chinese:

 Basic (pt-132 hrs) - RW - 3 phases - 22 wks each -

 Phase I 14 Sep 64 - 19 Feb 65

 Inter. (pt-132 hrs) - RW - 3 phases - 22 wks each -

 Phase I, II, III 14 Sep 64 - 19 Feb 65

 Adv. (pt-132 hrs) - RW - 3 phases - 22 wks each -

 Phase I, II, III 14 Sep 64 - 19 Feb 65

German:

 Basic (ft-800 hrs) - RSW - 20 wks. 14 Sep 64 - 5 Feb 65

 Basic (pt-120 hrs) - RSW - 3 phases - 20 wks each -

 Phase I, III. 21 Sep 64 - 12 Feb 65

 Inter. (pt-120 hrs) - RSW - 3 phases - 20 wks each -

 Phase I 21 Sep 64 - 12 Feb 65

Luganda:

 Basic (pt-216 hrs) - R - 9 mos. 7 Jun 65 - 4 Feb 66

Malagasy:

 Basic (pt-216 hrs) - R - 9 mos 14 Sep 64 - 4 Jun 65

Persian:

 Basic (ft-960 hrs) - RSW - 24 hrs 28 Sep 64 - 19 Mar 65

Russian: Full time courses offered upon request.

 Familiarization (pt-24 hrs) - 12 wks 28 Sep 64 - 18 Dec 64

 Basic (pt-120 hrs) - RSW - 3 phases - 20 wks each -

 Phase I, II, III. 5 Oct 64 - 26 Feb 65

 Inter. (pt-120 hrs) - RSW - 20 wks 5 Oct 64 - 26 Feb 65

 Adv. (pt-120 hrs) - RSW - 20 wks 5 Oct 64 - 26 Feb 65

 Basic (pt-200 hrs) - R - 40 wks 28 Sep 64 - 9 Jul 65

 Inter. (pt-200 hrs) - R - 40 wks 28 Sep 64 - 9 Jul 65

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Russian: (cont.)

Basic (pt-120 hrs) - R - 20 wks 5 Oct 64 - 26 Feb 65
Inter. (pt-120 hrs) - R - 20 wks 5 Oct 64 - 26 Feb 65
Inter. (Sci & Tech.) (pt-100 hrs) - R - 20 wks. 28 Sep 64 - 19 Feb 65
Inter. (Eco. & Pol.) (pt-100 hrs) - R - 20 wks 28 Sep 64 - 19 Feb 65
Inter. Refresher (pt-60 hrs) - RSW - 20 wks. 5 Oct 64 - 26 Feb 65

French, Spanish, Italian, Portuguese: (Classes begin the first Monday of each month)

Basic (ft-800 hrs) - RSW - 20 wks
Inter. (ft-400 hrs) - RSW - 20 wks
Basic (pt-100 hrs) - RSW - 3 phases - 10 wks each
Inter (pt-60 hrs) - RSW - 3 phases - 10 wks each

VLTP

Fall-Winter Semester 21 Sep 64 - 19 Feb 65
Spring-Summer Semester 22 Mar 65 - 6 Aug 65

Instruction can be arranged in the following languages:

Albanian, Bulgarian, Czech, Greek, Indonesian, Hungarian, Japanese,
Lingala, Polish, Romanian, Serbo-Croatian, Swahili, Turkish, and
Vietnamese

Call extension [REDACTED] to schedule instruction.

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DIRECTORY OF TRAINING OFFICERS

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SENIOR DDI
TRAINING DDP
OFFICERS DDS&T
DDS

TRAINING DCI
OFFICERS O/DCI
O/IG
Inspection Staff
Audit Staff
General Counsel

DDI
O/DDI
CGS
OCR

ORR

ONE
OCI

STATSPEC OBI
OO
Contact
NPIC

2E-52
3C-29
3E-30
7D-10

7E-07

7D-49
2519 Qtrs. I
7D-07

2E-52
7F-35
2E-61
2E-61
4F-29
4F-29
7E-47
6G-29
6G-29
2400 Alcott Hall
402 1717 H
506 1717 H
414 1717 H

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DDS
Administration
Communications

Finance
Logistics

Medical
Personnel

Security

Training

DDS&T
OCS
OEL, ORD, &FMSAC
OSA
OSI

7D-02
GA-08
GA-08
6E-69
1311 Qtrs. I
1311 Qtrs. I
1D-4044
5E-56
5E-56
4E-71
4E-71
839 Broyhill

GD-0404
2E-19
6B-40
6F-24
6F-24

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OTR DIRECTORY

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Director of Training	Matthew Baird	819 Bryhl
Deputy Director of Training		819 Bryhl
Special Assistant		807 Bryhl
Intelligence School		711 Bryhl
Briefing Officer		1D-1617
School of International Communism		736 Bryhl
Language and Area School		2206 A. T.
Language		2206 A. T.
Tutorial		2206 A. T.
Voluntary Program		2206 A. T.
Area		2210 A. T.
Operations School		609 Bryhl
Headquarters Training		615 Bryhl
Midcareer Program		807 Bryhl
Junior Officer Program		743 Bryhl
Plans and Policy Staff		819 Bryhl
Educational Specialist		810 Bryhl
Registrar Staff		839 Bryhl
Deputy Registrar		839 Bryhl
Admissions and Information		832 Bryhl
External Training		835 Bryhl
OTR BULLETIN		832 Bryhl
Support Staff		820 Bryhl
Mail Room		532 Bryhl

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